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1998-1999

Annual Report ◆ Customer Service Plan

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San Francisco Department of Public Works

1998-1999

Annual Report ◆ Customer Service Plan

When you travel on a city street, take a stroll on the sidewalk, go to a local park, or stand under the shade of one of our many city-owned street trees, you are benefiting from services provided by the San Francisco Department of Public Works.

SERVICES PROVIDED TO THE PUBLIC

Our mission of Quality Service means you can expect superior performance in the following areas:

- Adopt-A-Street Partnerships
- Anti-Litter Teams
- Automatic Public Toilets
- Condominium Conversion
- Curb Ramps
- Disability Access
- Graffiti Removal
- Maintenance of Public Buildings
- News Racks
- Permits (Trees, Street-Use & Excavation, Sidewalk Encroachment)
- Pothole Repair
- Public Service Kiosks
- Quality of Life - Neighborhood Forums
- Sidewalk/Roadway Inspections
- Street Cleaning
- Street Reconstruction
- Street Repair
- Street Resurfacing
- Street Trees (Plant and Maintain City-owned Trees)
- Subdivision and Mapping
- Utility Undergrounding

MAYOR
WILLIE L. BROWN, JR.

DIRECTOR, DEPARTMENT OF PUBLIC WORKS
MARK A. PRIMEAU, AIA

Alex Mamak, Director of Communications and Public Affairs
Edited by Christine Falvey, Public Relations Officer
Designed by Linda Zane, Reproduction and Mail Services

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DPW participates in the 1999 Gay Pride Parade.

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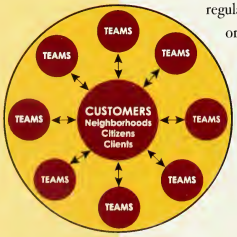
OUR CORE VALUES
Teamwork
Customer Service
Continuous Improvement



A Clear Vision for Customer Service

"We reject the traditional model of a centralized, hierarchical institution with bureaucratic rules and regulations. Rather, we see ourselves as an organization that places neighborhoods, citizens, and residents at the center, viewing them as customers or clients."

Mark A. Primeau, AIA
Director

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Director's Message

A Message from the Director

The San Francisco Department of Public Works provides many services to the public. These include street construction and resurfacing; planting and maintaining city-owned street trees; designing, constructing and maintaining city-owned facilities; conducting sidewalk and roadway inspections; constructing curb ramps; providing mechanical and manual street cleaning; removing graffiti; and establishing Adopt-A-Street partnerships, to name a few.

Our workforce of more than 1,700 people service approximately 800,000 residents and a commuter population of well over two million.

A listing of our major services, including program goals, results, and quality, are described in this Annual Report of 1998-99. The report describes how well we have performed in comparison to the previous year, and outlines our goals for 1999-2000. The customer service element of the report helps to ensure department-wide effectiveness with a focus on results, quality service, and customer satisfaction.

DPW is confident that the mechanisms and organizational enhancements described in this report will be of significant benefit to our customers. We look forward to working with and learning from other City departments in our joint quest to provide quality and excellent service to the people of San Francisco.

Mark A. Primeau, AIA
Director

Mark A. Primeau, AIA
Director

Mark Primeau was appointed by Mayor Willie L. Brown Jr. in June 1996 to unleash creativity teamwork, and innovation within the Department of Public Works. Mr. Primeau directs the management team and sets the policies for all functions within the department. He has attained degrees in Architecture and Planning and has served on the Board of Director's of the American Institute of Architects and is a member of the San Francisco Planning and Urban Research Association, the Earthquake Engineering Research Institute, and the Structural Engineers Association of Northern California.

MISSION STATEMENT

"Improving the Quality of Life in San Francisco"
We are dedicated individuals committed to teamwork, customer service and continuous improvement in partnership with the community.

The DPW Management Team

Leadership and a strong support system are critical to the success of DPW employees working on public projects. The DPW management team meets regularly and works together to provide staff with the leadership and support to ensure that quality services are provided to all San Franciscans. The team develops and supports customer-focused processes within DPW.

Robert Carlson
Deputy Director, Office of Financial Management

Directs personnel and contracts administration; budget preparation; computer services; financial planning, accounting, and reporting.

Marcia deVaughn
Deputy Director of Operations

Directs the bureaus of Building Repair, Street and Sewer Repair, and Street Environmental Services. Winner of the 1998 Public Managerial Leadership Award from the San Francisco Chamber of Commerce and the 1999 "Women Who Make a Difference" award from the Commission on the Status of Women.

Kathryn How
Assistant City Engineer

Directs the Project Management Division and assists in the day-to-day management of all bureaus and programs under the City Engineer. Winner of the 1998 "Women Who Make a Difference" award from the Commission on the Status of Women.

Harlan Kelly Jr.
City Engineer and Deputy Director of Engineering

Directs the Bureaus of Architecture, Construction Management, Engineering, and Street-Use and Mapping in addition to the Office of Capital Resource Management and the Disability Access Program.

The DPW Management Team

Fernando Cisneros
Special Assistant to the Director

Administers and coordinates interdepartmental projects as well as the prioritization, negotiation and allocation of staff and resources to transportation projects, including the Third Street Light Rail and Waterfront Transportation projects. Winner of the 1999 Public Managerial Excellence Award from the Municipal Fiscal Advisory Committee to the Mayor.

Alexander Mamak
Director of Communications and Public Affairs

Manages and coordinates community relations and public outreach for a 1,800-member department. Winner of the 1998 Public Managerial Leadership Award from the San Francisco Chamber of Commerce.

Gary Hoy
Special Assistant to the Director

Assists the Public Works Director and the Deputy Director of Engineering in the development of capital improvement programs and major projects. Recipient of the SF Beautiful Award for design of the Taraval Police Station.

Strategic Planning for Excellent Customer Service

"DPW's 1999-2000 customer service plan will focus on engaging the public and employees in meaningful dialogue; providing employees with the resources, training and environment conducive to the delivery of quality customer service; and rewarding individuals and teams for their excellence."

Mark A. Primeau, AIA
Director

Since 1996, strategic planning for excellent service has focused on customer satisfaction, quality, and public outreach.

SIX WAYS TO ENSURE EXCELLENT SERVICE

1. **FOCUS ON QUALITY** *Organizational Change*

   The Quality Assurance Council (QAC) is a broad cross-section of approximately five percent of the workforce who meet monthly to discuss quality service and ensure that it is provided to customers.

   The QAC acts as a driving force for organizational change and improvement. It has a positive and powerful impact, especially in creating buy-in and commitment to quality customer service throughout the organization in accounting, engineering, operations, architecture, and other services. The core group, consisting of the Director and his management team, review recommendations and facilitate process improvements.

   QAC members reflect on department-wide issues, distribute information about quality principles, and guide Process Improvement Teams (PITs) on a monthly basis. PITs are quality action teams empowered to identify and implement improvements throughout the organization.

Seven PITs were operating in 1998-99. Their purposes reflect DPW's focus on quality.

1998-1999 FOCUS ON QUALITY	1999-2000 FOCUS ON QUALITY
■ Permit streamlining for customers. ■ Improving customer complaint handling. ■ A customer-focused street paving program. ■ Providing DPW tours to the public. ■ Quality staff training and development. ■ Improving internal communications. ■ Delivering cost-effective quality projects to client departments.	■ The QAC will continue to have a positive impact on the organization. ■ Approximately 10 Process Improvement Teams will be formed around issues of quality.

Strategic Planning for Excellent Customer Service

2. FOCUS ON ACCESS TO CITY SERVICES *Customer Service*

During the year, DPW took every opportunity to provide residents with increased access to city services.

Department representatives at a Quality of Life meeting.

1998-1999 FOCUS ON ACCESS

- **The Neighborhood City Hall program provides the public with one-stop for city services. In 1998-1999 the program was expanded to cover all of the city's 11 Supervisorial Districts.**
- **Conducted six Quality of Life-Neighborhood Forums that have generated numerous services to the targeted neighborhoods.**
- **Revised the "Friendly Guide to City Services" and placed it on the city's web site.**

1999-2000 FOCUS ON ACCESS

- **Conduct an additional six Mini-Quality of Life-Neighborhood Forums.**
- **Implement a "One Call for Service" program.**

3. FOCUS ON CUSTOMER SATISFACTION *Customer Service*

We conduct a mailed customer satisfaction survey twice a year to see how well we are doing. In addition, customer satisfaction survey cards are handed out to the public at community meetings, over the counter, or in the field, to identify areas where services are performed well or needs improvement.

Pre- and post-construction surveys are conducted on all major construction projects. In a recent project on Montgomery Street, for example, post construction surveys were mailed to 437 property owners and over 8,000 businesses.

1998-1999 FOCUS ON CUSTOMER SATISFACTION

- **Conducted customer satisfaction surveys resulting in close to 1,000 responses.**
- **Responded to thousands of complaints and requests for services over the Internet, the telephone, and at community meetings.**

1999-2000 FOCUS ON CUSTOMER SATISFACTION

- **Conduct customer satisfaction surveys twice a year.**
- **Participate in Citizen Satisfaction Survey conducted by the Controller's Department.**

Strategic Planning for Excellent Customer Service

FROM OUR CUSTOMERS

Dear Mr. Primeau,

First, I want to thank you and all the City officials and employees whose efforts resulted in the Forum. I went, uncertain of what to expect and somewhat skeptical; I left, feeling that I and the other residents had been treated with great courtesy and effort to be helpful. For me, the Forum crystallized a lot that had been on my mind. It also presented me with a concrete avenue to City Hall-real people with real faces (which I probably won't remember) and whom I saw as real public servants. Thank you again.

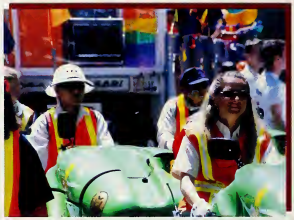
Lawrence V. Galla

4. **FOCUS ON STAR QUALITY EMPLOYEES** *Teamwork and Continuous Improvement*

In June 1996, DPW created a department-wide recognition system that honors employees who have provided excellent customer service.

The program emphasizes to the entire organization that DPW is serious about providing quality customer service.

In addition to the awards program, a new system of employee evaluation emphasizes customer service by recognizing five additional performance criteria-vision, commitment, competence, ability to work in teams, and results in a customer-driven organization.



Green machines at the Gay Pride Parade.

Finally, we take every opportunity to recognize employees who have provided outstanding customer service. We do this, for example, by writing them personal letters of appreciation, and recognizing them at QAC meetings and in our newsletters.

1999 STAR QUALITY AWARDS

- **Conducted customer satisfaction surveys resulting in close to 1,000 responses.**
- **Developing a systems approach to minimize impacts and improve service to neighborhoods during street construction.**
- **Providing excellent customer service over the counter and over the telephone.**
- **Developing a uniform set of conditions for DPW contracts to cut red tape and reduce costs**
- **Using a team approach to design, construct, and participate in the 1999 Gay Pride Parade.**

5. **FOCUS ON COMMUNICATION** *Communication*

The Office of Communications and Public Affairs was created to address customer-focused issues and to help align customer needs with DPW's mission of providing quality services.

An employee newsletter produced by the Office highlights excellent quality performance and reinforces the message of "customer service."

In recent months, Public Affairs and the Staff Training and Development Unit undertook an internal communication audit to identify communication difficulties and more effective ways for distributing information throughout the organization. Recommendations arising from the audit will be implemented in 1999-2000.

DPW communicates with the public over the telephone, over the counter, via correspondence, at public meetings, and in the field. All correspondence received in the Director's Office is acknowledged within 24 hours with a reference number and a telephone number to call if the customer does not hear from us in a timely manner.

We make it easy for customers to complain. For example, our Customer Service Counter on our web site www.sfdpw.com provides one place for customers to lodge complaints.

1998-1999 FOCUS ON COMMUNICATION

- Implemented a computerized correspondence tracking system to ensure letters received in the Director's Office are responded to in a timely and courteous manner.
- Distributed a quarterly newsletter called "Heartbeats" to over 500 neighborhood and merchant organizations. The newsletter highlights improved customer services, public-private partnerships, and recent projects.

1999-2000 FOCUS ON COMMUNICATION

- Implement recommendations from the Communications Audit to improve communications within the department and with the public.

6. FOCUS ON EMPLOYEE TRAINING AND DEVELOPMENT

The long term professional training and development of staff is key to ensuring customer-focus in the organization. Management supports training plans for each employee, and on-going training and education.

A Staff Training and Development Unit was created to provide staff with quality customer service training.

1998-1999 FOCUS ON EMPLOYEE TRAINING AND DEVELOPMENT

- Trained 520 employees in diversity and sexual harassment/ discrimination prevention.
- Trained 900 employees in quality, process improvement and customer service.
- Established DPW University to offer a comprehensive curriculum to employees of DPW and 52 city departments.
- Facilitated meetings of Process Improvement Teams.
- Conducted the 3rd Annual QAC retreat attended by 89 members of the department.

1999-2000 FOCUS ON EMPLOYEE TRAINING AND DEVELOPMENT

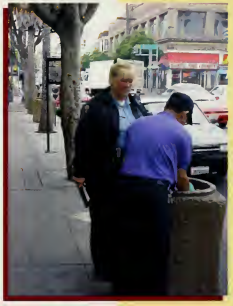
- Provide training to 1,200 employees in quality, process improvement and customer service.
- Conduct 4th Annual QAC retreat.
- Assist in implementing recommendations from the Communications Audit.

Bureau of Street Environmental Services

Litter Law Enforcement and Educational Outreach

PROGRAM DESCRIPTION

DPW's Environmental Control Officers (ECO) are charged with identifying and educating people responsible for breaking City litter laws. ECOs respond to specific complaints or conduct neighborhood "sweeps." Their goal is to encourage change by educating residents and business owners about their responsibilities. In cases where education alone does not result in the desired effect, an ECO will follow up with an official warning and, if necessary, a citation that may require a Court appearance and a fine.



DPW Environmental Control Officer educates a merchant about City litter laws

INCREASE IN SERVICE LEVEL

During the 1998-1999 fiscal year, Environmental Enforcement and Educational Outreach activities increased more than 50 percent as DPW expanded the number of ECOs from seven to fifteen. Four ECOs are assigned to the Adopt-A-Street Program and three work in Special Projects. ECO enforcement contacts increased by 25 percent from 32,000 to 40,000. Of these 40,000 contacts, 34,956 were educational, 3,444 were Notices of Violation, and 1,600 were citations.

CUSTOMER BENEFIT

Customer benefits are two-fold. The first relates to experiencing a physical environment that is safer and healthier. The second, less tangible, is the improved quality of life resulting from a cleaner and more aesthetically pleasing city.

FROM OUR CUSTOMERS

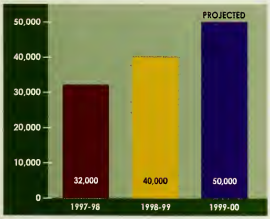
Dear Mr. Primeau,

We were absolutely delighted to see the section of Greenwich Street trimmed and cleaned up...It is a major green space on Russian Hill and is used by hundreds of tennis and basketball players, children and dog lovers. The crew from DPW worked quickly and efficiently. The result is terrific.

Cordially,

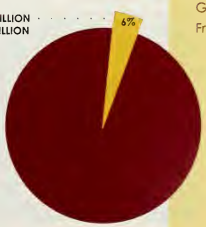
Gloria Getty
Friends of Sterling Park

EDUCATIONAL AND ENFORCEMENT CONTACTS



TOTAL COST

1998-1999 $1.5 MILLION OUT OF A $24.8 MILLION TOTAL STREET AND ENVIRONMENTAL SERVICES BUDGET



Bureau of Street Environmental Services

Litter Receptacles

PROGRAM DESCRIPTION

DPW maintains 4,000 litter receptacles citywide. These receptacles are emptied at least once per day by Norcal Waste Systems. Over the past several months, the number of receptacles receiving twice daily service increased from 500 to 1,000. DPW has also fitted 500 receptacles with recycling tops. These devices are designed to decrease the amount of trash left around receptacles by individuals who are rummaging for recyclable material. This service level has met with a high rate of public acceptance.

DPW places a litter can on Fulton Street.

INCREASE IN SERVICE LEVEL

More than 150,000 gallons, or 75 tons, of trash are removed from city receptacles every day. In addition, we have worked with Norcal to tag and monitor litter receptacles for quality control. The incidence of overflowing litter receptacles has been reduced substantially as a result.

DPW has added 500 additional litter receptacles and 200 recycling tops in 1998-99 for a total of 4,000 receptacles and 500 recycling tops. In addition, 150 litter receptacles in heavily trafficked areas such as Valencia, 16th, Market, Chestnut, Columbus, Powell, Grant and Stockton streets are now serviced three times per day.

CUSTOMER BENEFIT

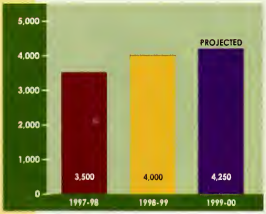
Additional litter receptacles keep busy commercial corridors clean.

FROM OUR CUSTOMERS

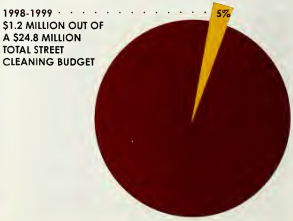
"[DPW] implemented our request for more trash receptacles in the area. The addition of six new receptacles and the movement of a few to more strategic sites, has already begun to help our neighborhood control the loose trash at these locations. Thanks from all the neighborhood!"

Michael Helquist
North of Panhandle
Neighborhood Association

NUMBER OF LITTER RECEPTACLES ON CITY STREETS



TOTAL COST



Bureau of Street Environmental Services

Graffiti Removal

PROGRAM DESCRIPTION

Graffiti is a highly visible form of vandalism that affects our quality of life. It results in costly clean ups, lowered property values and visual blight. The Department of Public Works cleans up over 1.3 million square feet of graffiti every year. The program has 23 employees, four vans equipped with a computerized paint color matching system, and a powered soda blaster and aerial lift truck to cover tags that are a few stories high. We also help enforce graffiti laws, educate those who vandalize, and work with residents to provide them with the resources they need to clean up graffiti.

DPW and the community work together to wipe out graffiti.

INCREASE IN SERVICE LEVEL

More than half of our graffiti removal requests are repeat calls. Recent proposed legislation places more responsibility on the property owner by limiting our service to one service per year for each customer, thereby allowing us to respond faster, serve more customers, and cover more square footage.

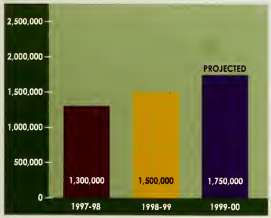
CUSTOMER BENEFIT

DPW keeps our neighborhoods clean by immediate graffiti removal, educational outreach, community involvement, and by working with the police. Graffiti is unsightly and if left untreated can depreciate the value of neighborhoods in addition to bringing more vandals into the area. By removing graffiti immediately, residents can prevent their neighborhood from becoming a graffiti "hot spot." To report graffiti, call 241-WASH.

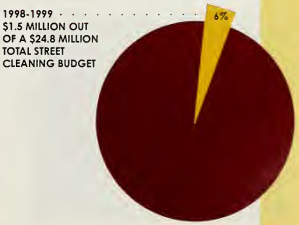
FROM OUR CUSTOMERS

"When members of the Hayes Valley Neighborhood Association and DPW worked together to sweep and remove graffiti, we were amazed at how much was accomplished in just a few hours....Many thanks for working so well with us in restoring a sense of pride and order to our neighborhood." — Patricia Walkup, President, Hayes Valley Neighborhood Association

SQUARE FEET OF GRAFFITI REMOVED BY DPW



TOTAL COST



Bureau of Street Environmental Services

Mechanical Street Cleaning

FROM OUR CUSTOMERS

To Whom It May Concern,

"I wanted to take this moment to give your Department due credit for a job well done in this community. I particularly like to compliment one of your drivers. This employee is efficient, courteous and interested in seeing that our community remains clean...."

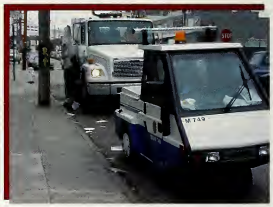
Respectfully,
J. Brown

PROGRAM DESCRIPTION

Mechanical Street Sweeping is the core of DPW's street cleaning program. Currently, more than 90 percent of all City streets are swept mechanically at least once a week, with some being swept seven times a week. We clean 115,000 curb miles (110,000 controlled parking, 5,000 non-controlled parking) and remove 10,000 tons of litter and debris from San Francisco's streets annually on a program budget of $5,000,000.

INCREASE IN SERVICE LEVEL

During this fiscal year, the Bureau increased Saturday and Sunday mechanical cleaning by 40 percent through extending shifts from 5.5 hours to eight hours. Efficiency ratings continue to increase with over 1,000 curb miles of sweeping being added to the controlled parking activity during FY 98/99 with no additional labor cost.

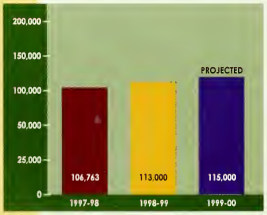


DPW's Mechanical Street Sweepers clean about 115,000 miles of curb sides every year.

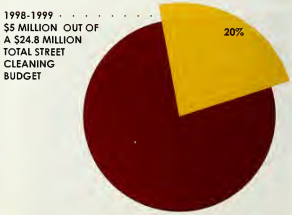
CUSTOMER BENEFIT

This program benefits residents, workers, and visitors alike by providing clean streets and a healthy and pleasant environment.

TOTAL CURB MILES OF MECHANICAL STREET CLEANING



TOTAL COST



Bureau of Street Environmental Services

Adopt-A-Street Program

PROGRAM DESCRIPTION

The Adopt-A-Street Program is a partnership between the City and its merchants and residents. The program is simple: groups or individuals agree to adopt a street or an area and take responsibility for keeping it clean. DPW has also contracted with the non-profit San Francisco League of Urban Gardeners (SLUG) to employ former General Assistance recipients and homeless individuals to sweep sidewalks. For many, the program provides transitional work experience that supports their move to unsubsidized employment.

Supervisor Becerril educates merchants about the Adopt-A-Street program with a DPW Environmental Control Officer.

INCREASE IN SERVICE LEVEL

Forty-four SLUG workers have been assigned to sweep City streets to complement DPW's regular contingent of street sweepers. Three Environmental Control Officers are dedicated to educating business owners and managers in their responsibilities for proper care for sidewalk cleanliness.

CUSTOMER BENEFIT

This enhanced service greatly improves the cleanliness of the city through increased education and involvement of citizens at all levels. The program also provides marketable skills to a formerly unemployable segment of the community. Through this demonstration project, we are working to keep San Francisco a clean, friendly, and prosperous city.

FROM OUR CUSTOMERS

To the Adopt-A-Street Program.

On behalf of the Dewey Circle Beautification Project, I would like to thank you. This was a wonderful opportunity for neighbors to work together to make their area a more beautiful place. As always, these projects are fun and people really enjoy helping.

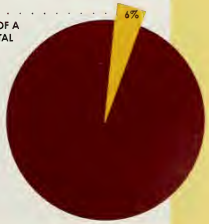
John Balestreri
President

ADOPT-A-STREET STATISTICS

	1998-99	1999-00
Number of participants employed through transitional work program	44	44
Bags of garbage picked up by participants of transitional work program	4,200	4,200
Private Volunteers Signed up with Adopt-A-Street	440	800

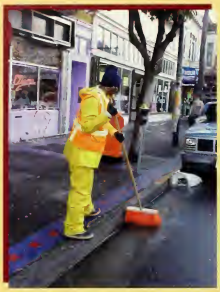
TOTAL COST

1998-1999
1.4 MILLION OUT OF A $24.8 MILLION TOTAL STREET CLEANING BUDGET



Bureau of Street Environmental Services

Block By Block Program



Twenty-one retail corridors are kept litter-free by DPW Block by Block sweepers.

FROM OUR CUSTOMERS

DPW: I wanted you to know that I've noticed a big improvement in the cleanliness of Bartlett Street in the morning. I walk down Bartlett from 21st to the BART station at 24th in the morning every weekday, and I really have noticed a big difference. The fellow who is assigned to work that street is doing a very nice job. I really appreciate it.

Joanna Sacks

PROGRAM DESCRIPTION

Heavy pedestrian and vehicular traffic can translate into high volumes of papers, wrappers, cigarette butts and newspapers. The Block by Block Program provides increased and enhanced sidewalk and street cleaning along heavily traveled commercial corridors. This is accomplished by using an average of 112 supervised city workers to provide manual sweeping services, Friday through Tuesday, from noon to 9:00 p.m.

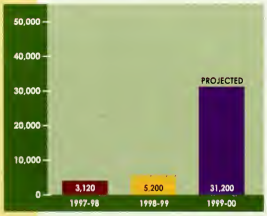
INCREASE IN SERVICE LEVEL

Since its inception in February 1999, the service level increase in 21 retail corridors, such as Castro and Union streets, has been phenomenal. Because the majority of Block by Block routes are cleaned from noon to 9:00 p.m., Friday through Tuesday, lunchtime and weekend litter is removed before it becomes an eyesore and attracts more trash. An average of 112 manual street sweepers cover over 170 multiple block routes throughout the City.

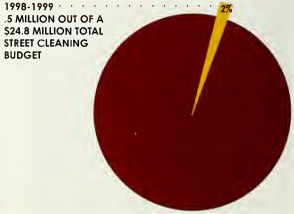
CUSTOMER BENEFIT

Customer benefits are two-fold. First and most obvious is that the streets are noticeably cleaner. Second, the manual street sweeper becomes part of the neighborhood where a block sweeper is assigned and is a visible symbol of the City's concern and partnership with residents in improving the quality of life in their neighborhoods.

NUMBER OF CURB MILES SWEPT BY BLOCK BY BLOCK PROGRAM



TOTAL COST



Bureau of Street Environmental Services

Street Tree and Landscape Maintenance

PROGRAM DESCRIPTION

DPW maintains city-owned street trees along several major and secondary thoroughfares in San Francisco. We also maintain other City-owned trees through a Work Order process. DPW personnel are on call to respond to emergencies involving public and private trees both inside and outside of regular business hours and on weekends and holidays. Our Tree Toppers have assumed the risks of this sometimes dangerous work in the interest of the well being and safety of the general public.

DPW gardeners work in landscaped areas and medians associated with the city's streets, planning and executing plantings to improve the overall appearance of San Francisco. DPW gardeners also provide gardening services to other City Departments, residents and neighborhood groups interested in improving areas not maintained by the City.

INCREASE IN SERVICE LEVEL

This past year has been a busy year for tree and landscape personnel. With the development along the Embarcadero Roadway nearing completion, additional tree and landscaped area maintenance has been added to the expanding maintenance workloads.

Workloads have increased 20 percent over the past three years as trees and planted areas are maturing and growing larger. Last year, our tree crews diligently trimmed 5,000 of the 25,000 sidewalk trees and 600 of the 5,000 landscaped area trees.

CUSTOMER BENEFIT

Trees as an entity are of great interest to many San Franciscans. A street lined with healthy, well-trimmed trees is pleasing to the eye and breaks up the monotony of block after block of unadorned buildings. Also, the exchange of oxygen cleans the air, providing a more healthy environment.

Other plantings improve our lives, as well. They offer color, fragrance, and texture to an urban landscape that has, in many ways, lost its connection with the earth. Without them, our city would be barren and unappealing.

FROM OUR CUSTOMERS

Dear Mr. Mamak:

"...Your Tree Topper crew worked long and hard to safely prune our trees. They even worked through their break to get the job done. Please relay to them that this did not go unnoticed. These people are a very diligent, hardworking group. I applaud their accomplishments... Thank you again from all of us at the San Francisco Housing Authority."

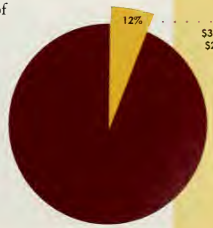
Sincerely,
Jon Gresley, Acting Executive Director

Mr. Primeau,

"...I was thrilled to see your current project along Sloat Blvd. where you are planting Palm trees along the median strip! My congratulations to you and your employees for such a great change!..."

Sincerely,
Rene Luis Lange

TOTAL COST



1998-1999
$3 MILLION OUT OF A $24.8 MILLION TOTAL STREET AND ENVIRONMENTAL SERVICES BUDGET

Bureau of Street and Sewer Repair

Pothole Repair

FROM OUR CUSTOMERS

"I am very pleased with the pothole repair service of the City. I called the phone number and left a message about the pothole in front of my house. It was patched the next day. In less than two weeks, Public Works is back to fix the underlying problem, a broken sewer line. It is gratifying to see that these issues are addressed so quickly..."

Bob Cockrell

PROGRAM DESCRIPTION

Potholes in our streets are a hazard. DPW finds these holes and repairs them quickly to minimize the danger that they can cause. This program consists of 30 employees, three "hot patch" or heated bed trucks that take care of the larger depressions, and five "cold patch" trucks that take care of the minor ones. The Municipal Asphalt Plant provides the materials.

DPW repairs all of the potholes on city streets. Our goal is to keep our streets safe and defect-free.

INCREASE IN SERVICE LEVEL

More than 80 percent of the potholes that are repaired are found by DPW crews. We have a proactive "seek and destroy" program that fills more potholes at a faster rate than ever before. For example, between March 15th and June 15th, 1999, the entire city was inspected and over 14,000 potholes were repaired. This represents half of the total number of potholes repaired in the previous year, but in one-quarter of the time. The city is divided into 11 areas corresponding to the new Supervisorial Districts, and crew members assigned to these areas systematically fill every pothole they encounter, neighborhood by neighborhood.

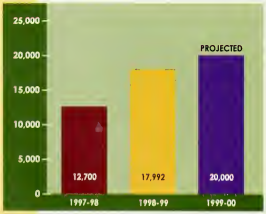
DPW repairs a street.

CUSTOMER BENEFIT

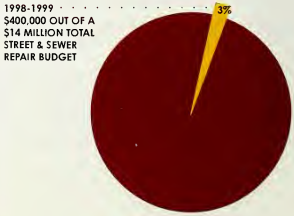
DPW's proactive approach to smoothing out the bumps on our streets will reduce the need for more costly repair work and provide motorists and bicyclists with a much smoother ride.

We maintain a 24-hour hotline at 695-2100 and a commitment to respond within 48 hours to any complaints. An action plan is developed if the work will take longer than 48 hours to fix, and if necessary, the agency responsible for undertaking the repair, such as PG&E or the Water Department, will be contacted.

NUMBER OF POTHOLES REPAIRED BY DPW



TOTAL COST



Bureau of Street and Sewer Repair

Sewer Repair

PROGRAM DESCRIPTION

The City's sewer system is composed of several treatment plants, large box storage structures, and an immense system of main and side sewer collection pipes located under City streets. Broken sewer pipes cause street cave-ins which are a hazard to the citizens and to property. The Department of Public Works performs these repairs at the direction of the Public Utilities Commission as a service to the public. The program has approximately 35 employees, eight crew trucks and four backhoe loaders.

DPW conducts sewer repairs.

INCREASE IN SERVICE LEVEL

Due to the high level of professionalism, quality of work and ability to complete assignments in a timely manner, the Department of Public Works has been given a greater portion of emergency sewer repair jobs this past year than in prior years. We compete against the private sector in performing these repairs and have shown ourselves to be the preferred choice of the Public Utilities Commission to complete complex and difficult sewer projects in a timely manner.

CUSTOMER BENEFIT

DPW keeps the sewers of the City repaired so that sewage backups, street collapses and basement floodings are minimized. Unlike our competition we are able to effectively respond and provide relief to the customer 24 hours a day, seven days a week.

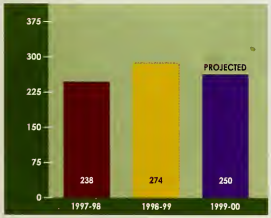
FROM OUR CUSTOMERS

To All of You:

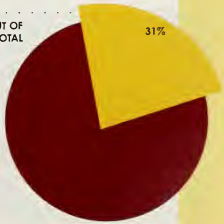
You are just completing a sewer replacement on Steiner Street next to our church...your work was done with great efficiency (I've seldom seen men work harder and quicker) and with much sensitivity to the neighborhood and its needs...

Sincerely,
Sr. John K. Ring
Pastor, The Church of St. Vincent de Paul

NUMBER OF SEWER REPAIRS



TOTAL COST



Bureau of Street and Sewer Repair

Trench Paving

PROGRAM DESCRIPTION

A variety of agencies and contractors excavate trenches in City streets in order to install, repair and maintain buried utility pipes. To reduce the inconvenience and danger to the public that such open trenches create, the Department of Public Works performs a service of paving back trenches. Examples of the types of work done requiring trench excavations include water service, sewer, gas, and telephone connections. These connections typically involve a trench from the center of the street to the resident's meter at the curb. The City's Municipal Asphalt Plant is utilized to manufacture hot asphalt for use by DPW crews in paving back trenches to conform to a seamless and smooth street. The program has about twenty-five employees, four dump trucks, four crew trucks, and two hot wagons.

Grant Avenue Sewer Work.

INCREASE IN SERVICE LEVEL

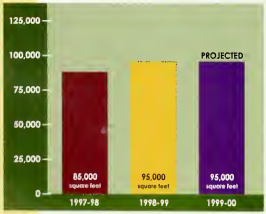
The number and size of our trench paving jobs are given to us by our customers (currently the Public Utilities Commission for sewers and water services). Both of these agencies have frozen revenue rates and have therefore kept the number of jobs relatively unchanged from last year. We have increased our level of service by improving our data reporting system to provide better and more timely measures of our work effort.

CUSTOMER BENEFIT

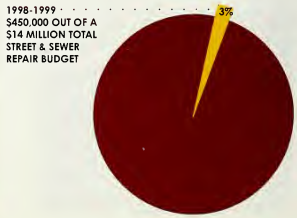
DPW provides a benefit to its customers through our trench paving program by doing a better paving job than that offered by our competition (private contractors) in the following ways:

- We are able, due to the existence of our own asphalt plant, to respond to requests for paving much more rapidly. This reduces trench hazards to the public.
- We provide a much higher quality asphalt than is available from outside plants. This creates a trench pavement which lasts longer and makes for a smoother street when completed.
- We are better able to perform special pavings on weekends and at night. This kind of service provides greater flexibility in meeting the varied demands of the public.

TRENCH PAVING PERFORMED BY DPW



TOTAL COST

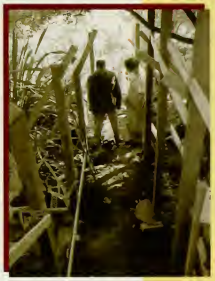


Bureau of Building Repair

Building Repair

PROGRAM DESCRIPTION

The Bureau of Building Repair (BBR) provides quality professional construction, repair, remodeling and facility management services to City-owned facilities. These services are provided at or below private contractor prices. BBR also provides building operations, maintenance, and custodial services for DPW buildings and other City departments. BBR provides emergency repair services 24 hours a day. This service is especially valuable for the Police and Fire departments as well as other 24-hour operations.



DPW carpenter shop repairing Harry Street stairs.

INCREASE IN SERVICE LEVEL

BBR instituted weekly and quarterly meetings with shop supervisors to improve the quality of our projects and to anticipate and remove any obstacles that would hinder progress toward completion of these projects. This process helps complete projects on time, within budget and to the satisfaction of the customer. All services are provided without disrupting other facilities by implementing an innovative and flexible staffing schedule.

CUSTOMER BENEFIT

By working on time and within budget, San Francisco residents enjoy accessible, safe and clean public facilities that meet federal, state, and city code.

PERFORMANCE MEASUREMENTS	1997-98	1998-99	1999-00
Maintenance and Operation of Buildings			
Janitorial Service Units (1,000 square feet)	300,000	300,000	*200,000
(*City Hall Service Transferred to Administrator's Office)			
Percentage of Equipment Breakdown	0.01%	0.01%	0.01%
I.D. Maintenance and Operation of Buildings			
Valuation of Inter-Departmental Work	$17.8M	$18.26M	$18.5M
Percentage of Re-Work on Interdepartmental Work	0.01%	0.01%	0.01%

FROM OUR CUSTOMERS

Dear DPW:

These words are from many of us on the Lower Filbert Steps. We want to thank the Department of Public Works for all the work done. The new and repaired steps have enhanced our lives. The tourists, also, enjoy them and are impressed even though they cannot compare them to yesterday.

We all send our sincere thanks.

"The neighbors on the Filbert Steps"

Architecture and Engineering Services

Engineering

DPW installs light towers in front of the Ferry Building as part of the Mid-Embarcadero Project.

PROGRAM DESCRIPTION

DPW's Bureau of Engineering provides planning, design, and consulting services to City departments and assists in the management of City streets, infrastructure and various City structures and recreational facilities. The Bureau is responsible for assuring that projects are completed on schedule, adhere to applicable codes and standards, and are within budget. The Bureau applies engineering analysis to help optimize use of capital and maintenance funding.

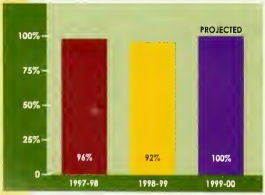
INCREASE IN SERVICE LEVEL

Customer service action plans were developed to follow through on findings made in a March, 1998 BOE assessment report "Bureau of Engineering Report Customer Service." Feedback was also solicited through annual customer satisfaction surveys with our major client departments to assess our performance and to highlight areas for future improvement. To fully realize the benefits of utilizing Computer Assisted Design and Drafting (CADD), BOE initiated an action plan to implement a focused CADD training program for our design staff. The end result will be increased design efficiencies and quality of our designs. A procedure has been put into place for the conducting of structured post design reviews to gain the benefits of "lessons learned," including the establishment of a "lessons learned" database. A bureau procedure was implemented for preparation and approval of proposals for our clients that will ensure consistency and uniformity of approach for monitoring budgets, schedules and quality of work.

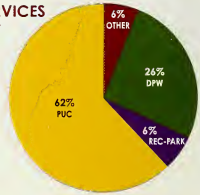
CUSTOMER BENEFIT

San Francisco residents and visitors enjoy top-quality engineering services throughout the City. Successful engineering projects enhance, improve and respect our community's standard of living and quality of life.

HOLD CHANGE ORDERS DUE TO ERRORS/OMISSIONS IN CONSTRUCTION DOCUMENTS TO LESS THAN 2 PERCENT OF THE AWARD BID FOR AT LEAST 80 PERCENT OF COMPLETED CONSTRUCTION CONTRACT



DESIGN SERVICES ALLOTMENT



Architecture and Engineering Services

Disability Access

PROGRAM DESCRIPTION

DPW maintains more than 7,000 intersections in San Francisco. Some are not accessible and some are partially or fully accessible. All public and private paving projects are required to provide curb ramps. Last year, approximately 600 curb ramps were constructed through DPW projects. Additional curb ramps were built through other public and private projects. DPW ensures that the entire intersection is evaluated to provide curb ramps that comply to code, are properly located, and will not need reconstruction when development occurs at other corners in the intersection.

DPW checks new curb ramps at 8th and Brannan streets.

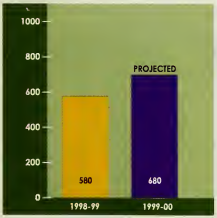
INCREASE IN SERVICE LEVEL

The Curb Ramp Program has received funding to develop a database that assesses existing curb ramp conditions and tracks all curb ramp construction. This gives the City up-to-date information for prioritizing curb ramp construction, permitting right-of-way work and answering complaints from the community.

CUSTOMER BENEFIT

Curb ramps are essential for pedestrian travel on City sidewalks for many members of the disabled and elderly communities. In addition, all San Franciscans enjoy greater pedestrian access to City sidewalks through increased curb ramps.

NUMBER OF CURB RAMPS INSTALLED



DISABILITY ACCESS BUDGET FOR 1998-1999 $790,000

FROM OUR CUSTOMERS

Re: Curb Ramp Installation at 30th Avenue & Lake Street

I just had a great detailed discussion with Susan (Ferreyra) about this project and the intricacies involved...I feel that my personal request is being handled with a great deal of respect. As most of you are personally aware, the concerns of the handicapped are not always met with the candor and appropriateness that you have given to me. I appreciate all of your efforts.

— William Fricker

Architecture and Engineering Services

Architecture

FROM OUR CUSTOMERS

Yesterday's event at the Oceanview Library was very inspiring, and it is with pleasure that I write to thank you for keeping this wonderful new library on track. Staff has had nothing but good things to say about working with the Bureau of Architecture, and most specifically, Edgar Lopez, on this project. He has certainly gone the extra mile to ensure that the new library meets the needs of the community.

Susan Hildreth
Deputy City Librarian

PROGRAM DESCRIPTION

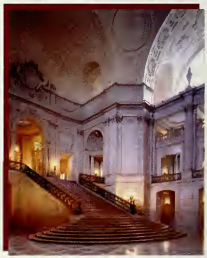
The Bureau of Architecture (BOA) provides quality public architecture through excellence in management and design. This Bureau provides comprehensive planning, facility management and architectural services for new buildings and the modernization and renovation of existing public buildings in San Francisco.

INCREASE IN SERVICE LEVEL

BOA continued its practice of conducting annual customer satisfaction surveys with client departments to solicit feedback on performance and improvements. BOA staff provided critical input in the development of the Design Build Finance Ordinance and Resource Efficient City Buildings Ordinance and continues to play a key role in the successful implementation of this legislation. The bureau's continuous improvement goals were emphasized through focused training of bureau staff in the areas of Project Management, Computer Aided Design and Drafting, Cost Estimating, Scheduling and other design and production related software. This training resulted in more cost effective and efficient project delivery.

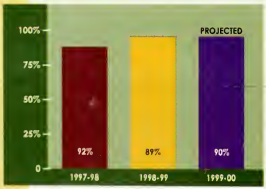
BENEFIT TO CUSTOMER

BOA provided project and program management, planning, relocation and design services on 194 projects for 13 city departments this year.

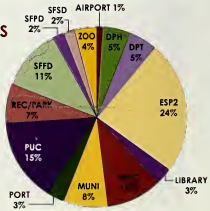


City Hall Rotunda.

TO HOLD THE PERCENTAGE OF ARCHITECTURE CONSTRUCTION CONTRACTS TO WITHIN 10 PERCENT OF THE ARCHITECT'S ESTIMATE



BOA PROJECTS BY CITY DEPARTMENT



Architecture

HIGHLIGHTS OF ARCHITECTURAL PROJECTS

CITY HALL

The crowning achievement of the past year was the completion of City Hall. The Bureau provided project management, architecture and interior design services and managed the move out and move-back of 22 city departments. The project has received numerous awards including the National Trust for Historic Preservation Award and the San Francisco Beautiful Award.

City Hall

FIRE DEPARTMENT BOND PROGRAM

The bureau provides project management and architectural design services for the $40.8 million 1992 Fire Department General Obligation Bond Program. This program includes seismic, life safety and ADA upgrades to fire stations throughout the city. Four projects were completed this year for a total of 27 completed to-date.

RECREATION AND PARK DEPARTMENT PROJECTS

The bureau is providing project management services for the seismic upgrade and renovation of the Conservatory of Flowers and the Martin Luther King, Jr. Pool for the Recreation and Parks Department. In addition, two recreation facilities, the Garfield Field House Renovation and the New Richmond District Community Center, with a construction cost of $4.9 million, are under construction.

SAN FRANCISCO ZOO MASTER PLAN

Architectural design and project management services are being provided by the bureau for the New Education Center and Warehouse at the San Francisco Zoo. These buildings, with a construction cost of $5.4 million, are part of the first phase of the exciting new master plan for the Zoo.

THIRD STREET LIGHT RAIL

Bureau of Architecture design services are supporting the development of the Third Street Light Rail for the San Francisco Municipal Railway (MUNI) in the architectural design of sub-stations and the Metro East Maintenance Facility on Illinois and 25th streets. The Conceptual Engineering Report has been completed for this critical project and the Design Phase will commence in January 2000.

911 Center

911 CENTER

The 911 Emergency Communications Center was completed in January 1999. The bureau developed the program and managed the design and construction of this state of the art emergency center working with numerous city departments including the Police Department, Fire Department, Telecommunications and the Mayor's Office of Emergency Services.

Mission Branch Library Renovation

MISSION BRANCH LIBRARY

The Mission Branch Library Seismic Upgrade and Renovation, designed by the bureau and part of the Earthquake Safety Program, Phase II, was completed in January 1999. The Oceanview Mission Ingleside Library, also designed by BOA, is currently under construction and will complete by Spring 2000.

OTHER PROJECTS

BOA staff worked closely with the Sheriff's Department, the City Attorney's Office and the Mayor's Office of Public Finance to develop the City's first Design Build Lease project for the replacement of County Jail No. 3 in San Bruno. Proposals from Design Build Lease teams are currently under review. The Bureau of Architecture is also providing project management services for the Youth Guidance Center Replacement Project working with the Mayor's Criminal Justice Council and the Juvenile Probation Department.

Architecture and Engineering Services

Landscape Architecture

PROGRAM DESCRIPTION

This section provides landscape architectural designs for City parks, urban spaces and streetscapes.

INCREASE IN SERVICE LEVEL

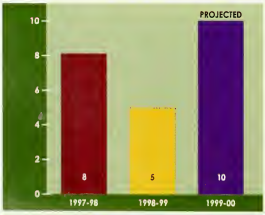
Discussions with client departments and internal staff to effect continuous improvement have enhanced the quality and delivery of constructed projects throughout the City.

CUSTOMER BENEFIT

City residents enjoy new and renovated parks with safe and accessible play areas and beautifully landscaped urban spaces and streetscapes throughout the City.

The entrance to the Woh Hei Yuen, a new park in Chinatown.

NUMBER OF PROJECTS COMPLETED



LANDSCAPE ARCHITECTURE BUDGET FOR 1998-1999 $9 MILLION

Landscape Architecture

HIGHLIGHTS OF LANDSCAPE ARCHITECTURAL PROJECTS

Some notable projects have been completed this year. The Woh Hei Yuen in Chinatown, the garden of peace and joy, was completed after a lengthy property acquisition and intensive design process. This project was the culmination of a grassroots community movement to improve the quality of life for Chinatown residents. As a result, the Chinatown community received its first new park in more than 30 years.

The rustic pavilion in the Woh Hei Yuen, behind the Chinatown Recreation Center.

McKinley and Jackson playgrounds in the Potrero Hill area were renovated to provide new and accessible play elements for neighborhood children. The McKinley project maintained and enhanced areas to view western views of the City. At Jackson Playground, mosaic tiles created by neighborhood children were incorporated into the art element of a play wall.

Daniel Koshland Park in Hayes Valley was an overgrown and uninviting park for the neighborhood. The park was completed with a new play area, seating, a basketball court, community garden and landscaped grounds. With great vantage points for viewing the City's skyline, this park will be a favorite destination for the Hayes Valley community.

Jose Coronado Park in the Mission was completed with a new community building and play area with the sports courts also renovated. This renovated facility in the Mission District will provide an active and supervised play environment in this vital neighborhood.

Architecture and Engineering Services

Hydraulic Section

PROGRAM DESCRIPTION

DPW's Hydraulic Section provides planning, design, and consulting services to the San Francisco Public Utilities Commission (SFPUC). These services include:

- Replacing sewers through the Replacement and Renewal Program
- Responding to sewer emergencies
- Providing sewer information to the public, SFPUC, DPW and utility agencies
- Developing and maintaining a Sewer Geographic Information System (GIS)

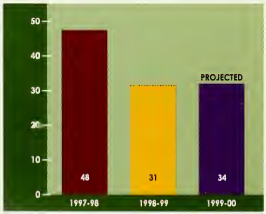
INCREASE IN SERVICE LEVEL

DPW coordinates sewer replacement work with street repaving and other reconstruction work. This provides efficient use of construction funds and minimizes the amount of disruption to businesses and neighborhoods where construction occurs. DPW has begun implementing the Sewer Geographic Information System. This new service will provide sewer information to designers, utilities and the public more rapidly. This will also result in lower design costs and more accurate information.

CUSTOMER BENEFIT

This program makes San Francisco's infrastructure more stable and sound by replacing sewers, responding to sewer emergencies, and providing sewer information so that policy makers can make informed decisions about replacing San Francisco's infrastructure.

COMPLETED NUMBER OF STUDIES AND DESIGN OF SEWER REPLACEMENT PROJECTS



HYDRAULIC SECTION BUDGET FOR 1998-1999 $21 MILLION

Hydraulic Section

HIGHLIGHTS OF HYDRAULIC SECTION PROJECTS

3rd Street Sewer System Improvement Emergency Contracts Phase I

DPW will resolve the flooding problem in the vicinity of 3rd Street, Jerold Street, Donner Avenue and Jennings Street by enlarging the size of the existing sewers.

A DPW sewer project.

Rankin Drainage Basin Improvement

This project will reduce flooding in low-lying areas. Wet weather flows are being temporally stored and released for treatment by pumping. Back-flow prevention devices are also installed to prevent reverse flow into the low areas when box levels in the adjacent box sewer systems are high.

Illinois/Cesar Chavez Sewer Replacement

This project increases the flow capacity of the connection between Mariposa system and Islais Creek system.

Yosemite-Egbert Sewer Enlargement

This auxiliary combined sewer system in the Yosemite/Armstrong/Egbert Avenues will provide flood control.

Architecture and Engineering Services

Street Resurfacing Program

FROM OUR CUSTOMERS

Dear Mr. Timonere,

Just a note to thank you for your personal public relations efforts to make our street repaving as easy a transition as possible. I and others on the Court really appreciate your timely field memos, the thoughtfulness of the parking permits and your taking a few minutes to listen to our beefs and solve them as best as possible. I personally appreciate talking with you about the mechanics and timing of the project. I was glad to pass them on to my neighbors and reassure them that the world had not come to an end and that someone cared about our situation.

Sincerely,
Prescott Wright

PROGRAM DESCRIPTION

DPW maintains 11,528 blocks of city streets. A computerized program is used to prioritize streets that need work based on street type, amount of traffic, and the cost of work. A list of streets to be paved is then sent to utility companies for coordination. If utility work is necessary, the paving is coordinated with this work to minimize impact to the neighborhood. Once all utilities have completed their work, the block is paved and a five-year excavation moratorium is placed on the street.

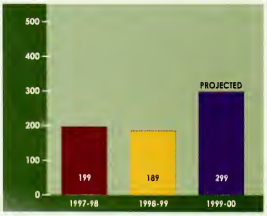
INCREASE IN SERVICE LEVEL

The new excavation code allows for improved street maintenance coordination; keeps the public informed of new street construction projects; and minimizes the impact that these kinds of projects have on the neighborhoods where they occur. In extremely high density areas, DPW has worked nights and weekends to minimize disruption to residents and businesses. Montgomery Street was paved from Broadway to Market Street in seven consecutive weekends when impact to the neighborhood was almost non-existent.

CUSTOMER BENEFIT

Timely street paving improves the rideability of City streets for motorists and bicyclists while increasing the life of the pavement. This program also preserves tax payer investment in City streets.

NUMBER OF BLOCKS PAVED



STREET RESURFACING BUDGET FOR 1998-1999 $15 MILLION

Street Resurfacing Program

Public Works Dept. Shows How Fast Repaving Can Go

Street project answers mayor's challenge for less intrusive process

By Edward Epstein
Chronicle Staff Writer

In a city where torn-up streets and traffic congestion can be political dynamite, San Francisco Mayor Willie Brown challenged his Public Works director a few months ago to cut the time it takes to repave a street.

Judging from his first project since that challenge, director Mark Primeau's new system is a winner.

The contractor ripping up Montgomery Street, from Broadway to Market Street, where Primeau's department decided to start its program of doing the intrusive work only on weekends, around the clock. When Financial District workers swarmed back to the street on Monday morning, all they would notice would be a few blocks of new pavement, the theory went.

The work was supposed to last 10 weekends, but it is scheduled to be finished this weekend after only seven. For a city project, such ahead-of-schedule completions are a welcome change.

What is more, under legislation sponsored by Supervisor Leslie Katz, the busy street is not supposed to be torn up again for five years — by the city or private utilities — except in emergencies.

The $1 million Montgomery Street project has already changed Primeau's plans for digging and paving projects on other commercial streets.

"We have been trying to figure out how to do work so it doesn't annoy everyone," Primeau said.

The trick, under another aspect of Katz's legislation, is to get the city and all utilities to cooperate in ripping stored work. All utility work is supposed to be done before the city repaves, so that the street will not be ripped up again for the mandated five-year period.

"I was delighted with the success of our first coordinated effort," Katz said. She has championed increased use of the city's geographical information system, where the Public Works department charts who has worked in any given city block or has applied to tear it up.

By bringing everyone together, the work can be staged to minimize disruption to residents, businesses and traffic.

Katz and more city departments should make use of the geographical information system for matters other than repaving. For instance, the Municipal Railway could map where its vehicles are involved in accidents, and the Department of Parking and Traffic could enter red light running data for all to share.

For his part, Primeau has already changed his department's next round-the-clock projects.

Next up is Howard Street between First and Third streets and from Fourth to Sixth streets. That will be done in the next few months.

More complicated is a project envisioned for parts of Mission Street after the big Cinco de Mayo celebrations. The area to be repaved is the commercial-residential and commercial strip near Bernal Heights.

Not all the work can be done at night, however. Grinding up existing pavement down to the concrete underlayers is quite noisy, Primeau said. But repaving will be done after dark.

"You can deep through paving. Someone snoring in the next room will be noisier," said the director, who lives near the proposed project site.

DPW arranged night and weekend work to complete the Montgomery Street Paving Project in order to minimize impact to local businesses.

The crew prepares to repave Montgomery Street.

Paving Montgomery Street.

Architecture and Engineering Services

Geographic Information Systems

PROGRAM DESCRIPTION

The Geographic Information Systems (GIS) Basemap and Library Program provides a digital Basemap of San Francisco, consisting of four layers: "Block and Lot," Features, Centerlines, and Orthophoto images. The GIS Basemap Maintenance team gathers new and updated parcel and centerline information from various City organizations as well as from the private sector to produce "smart maps" that are provided to Basemap subscribers. External customers receive the Basemap through Value Added Retailers: Barclay Maps, ValueCAD and Hammon, Jensen, Wallen and Associates (MapFactory). The program also encourages and fosters GIS application development within the City and County of San Francisco.

INCREASE IN SERVICE LEVEL

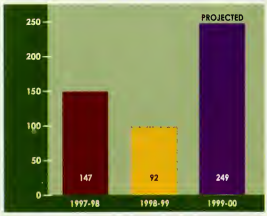
Constant changes in the City and County of San Francisco require regular updates to keep the GIS Basemap current, accurate and complete. This past year saw expansion of the jurisdiction of the City and County to include former military bases such as those on Treasure Island and Yerba Buena Island as well as a significant number of block and lot changes due to increased construction.

CUSTOMER BENEFIT

Regular updates result in a complete, accurate and current GIS Basemap for use by City organizations and private entities.

These benefits in turn allow for the development of high quality applications to assist in the maintenance of the City's water and sewer systems, and the management of street construction and City-owned properties.

NUMBER OF GIS BASEMAP CHANGES PROCESSED



Bureau of Street-Use & Mapping

Street-Use Permitting Program

PROGRAM DESCRIPTION

DPW's Street-Use Permitting Section ensures that our sidewalks and streets are safe and accessible. Obstructions on the sidewalk, such as planters, tables and chairs, or building construction material, can impede travel. DPW is responsible for permitting uses of the public right-of-way for sidewalks and roadways to ensure that objects on the sidewalks are permitted under City ordinances. Items that might be found on city streets are:

- Café Tables and Chairs
- Display Merchandise
- General Excavation
- Public Pay Telephones
- Banners
- Underground Tank Removals or Abandonment
- Signs
- Major and Minor Encroachments
- Special Sidewalk Surfaces
- Sidewalk Improvements (new sidewalks and driveways)
- Over-wide Driveways

A DPW Inspector conducts an inspection of a merchandise display

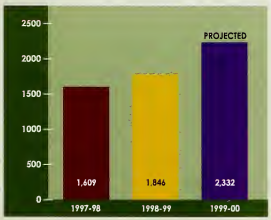
INCREASE IN SERVICE LEVEL

Due to the favorable economic climate and efforts to inform the public about the need to ensure accessibility and protect the public of right-of-way, the number of permit applications has increased dramatically over the last three years. In 1997, more than 1,600 permit applications were processed and approved. In contrast, more than 2,300 applications were approved in 1998, a 44 percent increase in two years.

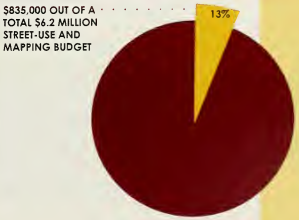
CUSTOMER BENEFIT

Our customers are applicants for street-use permits and the general public for whom we make every effort to protect from obstructions or other hazards on sidewalks and streets.

STREET PERMITS APPROVED



THE COST TO DPW TO ADMINISTER THE STREET-USE AND PERMITTING PROGRAM



Bureau of Street-Use Mapping

Subdivisions and Mapping

PROGRAM DESCRIPTION

The Subdivisions and Mapping Division is responsible for official City map data. It reviews and processes applications for new subdivision maps, condominium conversions, lot line adjustments, records of surveys, street name changes, street vacations, and street grade changes. Each of the changes to the official City map must be recorded with the City Recorder's Office after review and approval by DPW and must be in compliance with the San Francisco Subdivision Code and the California Map Act. We work hand in hand with the Department of City Planning and the Department of Building Inspection to assure that conditions on the development of any parcel of land within the City are officially recorded.

INCREASE IN SERVICE LEVEL

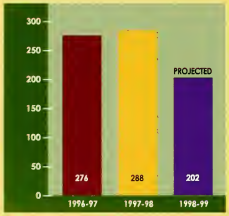
The Bureau has faced a backlog in completing map reviews and approvals due to losses in key subdivision staff and difficulties in hiring qualified map reviewers. At the same time, there has been an increase in the complexity of applications received and an unprecedented number of new and complex development projects, which can be attributed to a booming economy. The number of map applications does not accurately reflect the workload. For example, the expansive and complex Mission Bay Development Project south of Market Street is considered one map application.

In June, 1999 DPW convened a focus group consisting of City officials and our external customers to focus on process improvements that would increase efficiency. The focus group meeting resulted in several streamlining measures and the development of an internet-based application status reporting system which will be on-line by the end of 1999. The Subdivision and Mapping Focus Group will meet on a regular basis to assure that the measures are implemented. The partnership established between the City and its customers via the Subdivision and Mapping Focus Group and the resulting streamlining measures will improve efficiency in map approvals. We expect to shorten our review cycle by up to 20 percent through the hiring of additional consultants and Bureau staff and full implementation of streamlining measures.

CUSTOMER BENEFIT

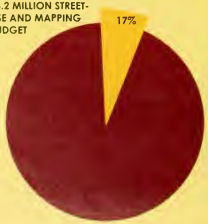
DPW is essentially the City's official custodian of official data related to every piece of land within San Francisco. The department is legally charged with assuring compliance with the California Map Act and the San Francisco Subdivision Code. Our customers are property owners, developers, engineers, land surveyors and the general public who have an interest in new subdivisions, street vacations, street renaming and official datum. It is our responsibility to maintain the integrity of the official City map.

TOTAL MAPS RECORDED



COST TO DPW TO ADMINISTER THE SUBDIVISION AND MAPPING PROGRAM

$1,075,000 OUT OF A $6.2 MILLION STREET-USE AND MAPPING BUDGET



Bureau of Street-Use & Mapping

Automatic Public Toilet and Public Service Kiosk

PROGRAM DESCRIPTION

The Public Toilet program was developed because of a growing civic concern about the lack of sufficient public toilet facilities in the City. The toilets cost a quarter to operate, are designed to clean themselves automatically after each use, and are fully accessible to people with disabilities. This is a no cost program for the city. In exchange for the toilets, the city allows the contractor to install public service/advertising kiosks on City streets. Advertising revenue generated from the kiosk pays for the installation and maintenance of the toilets.

Automatic Public Toilet

Public Service Kiosk

INCREASE IN SERVICE LEVEL

Since the installation of the automatic public toilets, DPW has recorded more than two million flushes. Public acceptance of the toilets and kiosks has been very positive. The Board of Supervisors passed legislation in December, 1998 expanding the program to allow installation of up to 30 more toilets and 135 kiosks throughout the City.

CUSTOMER BENEFIT

Public toilets provide a much-needed public service for citizens and visitors to San Francisco as well as keeping the streets and sidewalks clean.

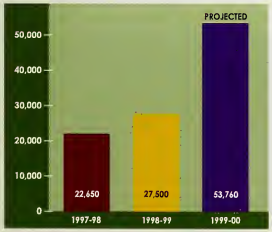
FROM OUR CUSTOMERS

To Jake Szeto,

Thank you for overseeing and coordinating the placement of the JC Decaux toilet at Christmas Point overlook. Your determination and finesse in accomplishing this project is greatly appreciated by me and especially by the folks who visit the overlook.

Larry Jacobson

NUMBER OF FREE TOKENS DISTRIBUTED



COST TO DPW TO ADMINISTER THE AUTOMATIC PUBLIC TOILETS & KIOSK PROGRAM

Bureau of Street-Use Mapping

Street Construction Coordination Center

FROM OUR CUSTOMERS

Dear Mr. Primeau,

Underground Construction Co., Inc. has a long history of working with San Francisco...We understand the City's need to provide a structured procedure to coordinate all the construction being performed in the City...[DPW] has been instrumental in the success of our projects. Through their communication and coordination efforts, we have been able to perform our work while minimizing the impact on City projects and hopefully the citizens of San Francisco.

Very truly yours,
Underground Construction Co., Inc.

PROGRAM DESCRIPTION

The coordination of street construction has long been an important issue for the Department of Public Works. Through new legislation that has been approved by both the Board of Supervisors and the Mayor, DPW has created the Street Construction Coordination Center (SCCC). The SCCC administers the new excavation code that aims to minimize the disruptive impact of street construction on neighborhoods and the traveling public.

INCREASE IN SERVICE LEVEL

The SCCC has improved construction coordination, informed the public of new construction, and reduced uneven pavement on City streets.

Between January and June of this year, municipal and utility excavators planned major excavation projects in 2,356 blocks City wide. The cooperative efforts of many city agencies, utility companies and contractors enabled the Center to facilitate the reduction of major excavation projects in the City by 26 percent, from 2,356 planned blocks to 1,744 actual blocks excavated.

The Center has also launched the Electronic Permit and Information Center (EPIC) system. Excavation permits can be applied for and approved over the Internet. This has reduced the number of days to receive an approved permit to excavation in a single block from five to seven days to one to three days. About 80 percent of all excavation permits are now applied for and approved over the Internet.

CUSTOMER BENEFIT

San Francisco residents enjoy a smoother ride on City streets, decreased excavation projects and increased information about projects that are scheduled.

	FY: 97-98	FY: 98-99
NUMBER OF BLOCKS PROPOSED TO BE EXCAVATED		2,356*
NUMBER OF BLOCKS ACTUALLY EXCAVATED		1,744*
% REDUCTION OF EXCAVATIONS		26%*
NUMBER OF PERMITS ISSUED	3,163	2,976
NUMBER OF PERMITS ISSUED OVER THE INTERNET	NOT AVAILABLE	1,122
% OF PERMIT ISSUED OVER THE INTERNET	0%	37.7%

* JANUARY 1, 1999 THROUGH JUNE 30, 1999

Bureau of Street-Use & Mapping

Utility Undergrounding Program

PROGRAM DESCRIPTION

Since 1899 San Francisco has had an Undergrounding Program that moves overhead utility wires into underground conduits under streets and sidewalks throughout the City. Each underground district is created by ordinance which mandates that utility companies, such as PG&E, Pacific Bell, cable TV, and other telecommunications companies, pay for moving their own facilities. The City is responsible for the provision of streetlights in these underground districts.

In 1997, the City reached an agreement with PG&E where 42 miles of overhead lines will be undergrounded in conjunction with PG&E's gas main replacement program. This agreement allows the cost of streetlights in these districts to be paid by additional electrical sales by Hetch Hetchy Power and Water. The agreement establishes milestones for legislative creation of underground districts. By the end of this fiscal year, DPW met all of its milestones by the creation of underground districts representing more than 36 miles of City streets.

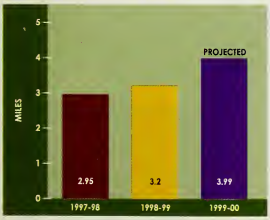
INCREASE IN SERVICE LEVEL

Residential neighborhoods require some of the most well controlled lighting of all urban areas. While street lighting is always a safety concern, it is less so in less residentially-populated areas, such as downtown office buildings and industrial areas. Light trespass is, therefore, not as crucial in these areas as it is in residential areas. To address this concern, DPW and Hetch Hetchy jointly sponsored a street lighting demonstration which presented nine streetlight types. From a combination of neighborhood input, maintenance concerns, and lighting characteristics, an 18-foot, post-top light with excellent lighting distribution has been selected for residential neighborhoods which will be undergrounded in the current program.

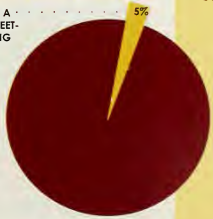
CUSTOMER BENEFIT

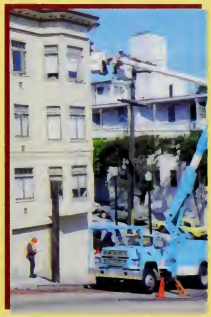
The Utility Underground Program greatly improves aesthetics and lighting on City streets.

MILES UNDERGROUNDED



COST TO DPW TO ADMINISTER THE UNDERGROUNDING PROGRAM





A DPW inspector checks a pole removal upon completion of a utility undergrounding project at Church and 20th streets.

FROM OUR CUSTOMERS

Dear DPW:

Thank you for approving the formation of an underground district in the Laidley Street area! It is so exciting to see your department moving ahead on this project. We look forward to an end of the unsightly wires. Thank you!

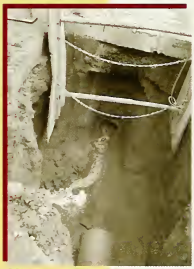
Sincerely,
Jean and Bob Rocchio

Bureau of Construction Management

Water Projects Division

PROGRAM DESCRIPTION

The Bureau of Construction Management's Clean Water Projects Division monitors and regulates various construction projects for the Public Utilities Commission's Clean Water Program. Besides ensuring the quality of the construction performed by private contractors, the team is responsible for keeping projects on schedule and within budget.



DPW assesses a broken sewer pipe.

INCREASE IN SERVICE LEVEL

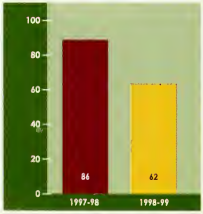
A staff of 20, including 12 engineers, manages the sewer replacement projects as well as $30 million worth of capital improvements on San Francisco's aging sewer and water treatment system. Modifications and repairs on pump stations, treatment plants, transport tunnels, and storage facilities keep the system in prime condition.

To address the persistent flooding problems in the Bayview-Hunters Point neighborhood, the Division oversaw the completion of the first phase of enlarging the area's sewer collection system. Phase two of the corrective construction began earlier this year.

CUSTOMER BENEFIT

The Clean Water Projects Division helps keep San Francisco's sewer lines functioning. Residents can feel confident that their sewer transport system meets all City, State, and Federal requirements. As a policy, the Division is also ready to mobilize in any emergency caused by collapsed sewer lines.

BLOCKS OF REPLACED SEWERS



1998-99 CONSTRUCTION VALUE OF PROJECTS $7.8 MILLION

Bureau of Construction Management

Architectural Construction Services

PROGRAM DESCRIPTION

All building construction, big or small, belongs to the Bureau of Construction Management's Architectural Construction Services Section. Inspectors monitor work for all City Departments. Project types range from parking garages to libraries to fire stations. The engineers handle new buildings as well as small renovations. Keeping projects on schedule, within budget, and ensuring that a quality building is built are all part of the Section's commitment to service excellence.

INCREASE IN SERVICE LEVEL

Since most of Architectural Construction Services projects are tied to capital improvement bond programs, the size of the staff fluctuates as bond programs start and end. This past year, the staff of inspectors was reduced because major programs such as the renovation of City Hall and the Opera House ended. These two projects valued over $286 million. The remaining 16 inspectors oversaw $48 million worth of construction this year. Although the dollar amount is less than the previous year, the projects have increased. Locations are scattered throughout San Francisco.

Construction of the new San Francisco International Airport Employee Garage ($15.7 million), the new 911-Emergency Center ($17.4 million) and renovation of the Mission Library ($2.4 million) were completed in Spring 1999. A new Police Crime Lab ($1.5 million), the new Richmond Community Center ($4.7 million) and the new Oceanview Library Branch ($1.3 million) will be completed late this year or early 2000. The Section will also complete the retrofit of St. Mary's Garage ($6.2million). The bond program to renovate and retrofit fire stations is also winding down with only four houses under construction. Smaller jobs such as clubhouse renovations, 3-Com Park improvements, and disabled access construction round out the Section's projects.

CUSTOMER BENEFIT

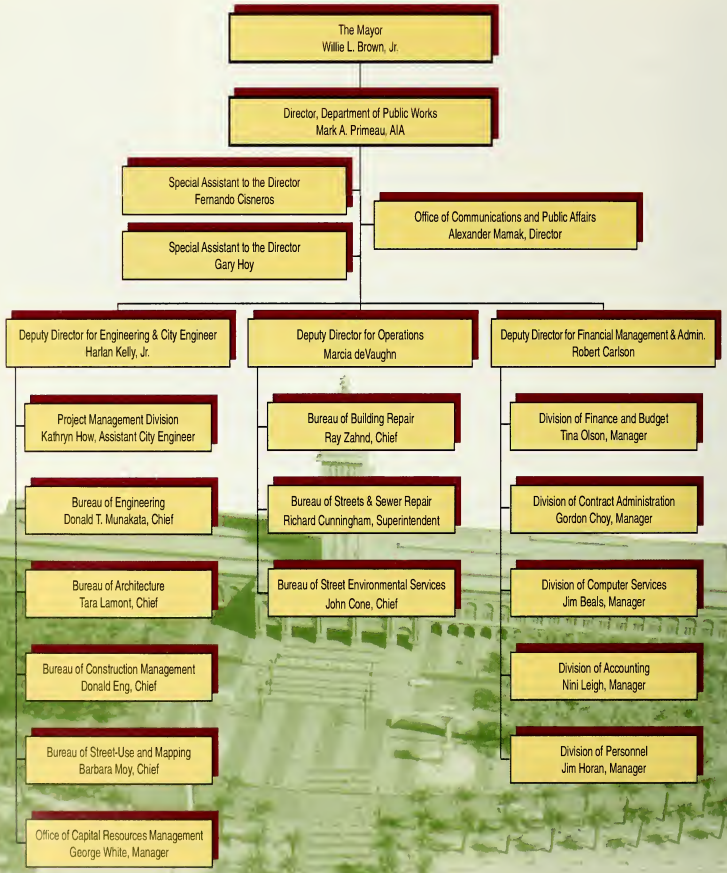
The Architectural Construction Services Section ensures that public buildings are built according to latest construction codes, safely, on-time and within budget. By doing so, the engineers guarantee the public's tax dollars generated from bond programs are used efficiently.

As capital improvement costs rise and as bond programs compete for increasingly scarce tax dollars, the engineers in this Section will need to be diligent in monitoring public works projects.

Completing the City Hall project

Department of Public Works

Organizational Chart

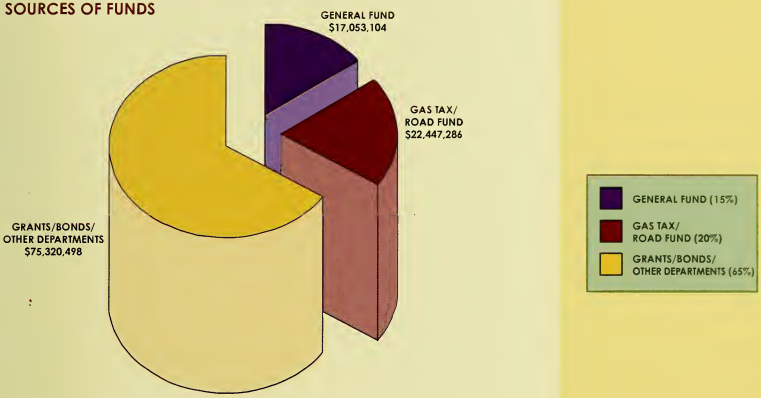


A model of the Mid-Embarcadero Project.

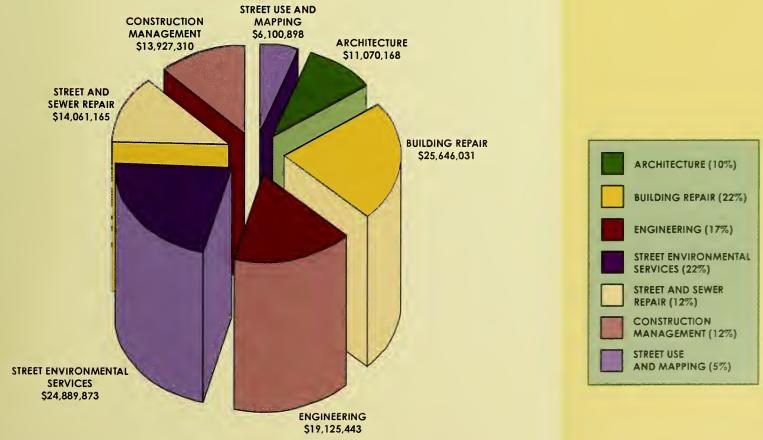
Department of Public Works

Financial Information 1998/1999

SOURCES OF FUNDS



USE OF FUNDS BY BUREAU



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